

DD/A 77-5615

19 October 1977

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training
Career Management Officer, DDA

FROM : Michael J. Malanick
Acting Deputy Director for Administration

SUBJECT : Revision of SEMP Program Guidelines

1. (C) This memorandum re-emphasizes the desirability and continuation of the Senior Executive Management Proficiency (SEMP) Program and sets forth revised guidelines to insure the effectiveness of the Program's objective.

2. (C) Since its inception in September 1976, many questions had arisen concerning the administration of the program. While acknowledging the program was well-recognized throughout the Directorate, these questions indicated a further need to clarify and redefine the program's criteria and standards. In an effort to gather the widest possible appraisal of the areas of concern, I asked that a review of the program be undertaken. For some months, a group of SEMP Coordinators, representing each of your Offices, has been involved in this undertaking. The results of that review have been incorporated in the revised guidelines, as appropriate. Even though they are not major in scope, they are changes which I believe will insure the effective administration of the program's objective--continued maintenance of management proficiency by our senior executives.

3. (C) I ask that a copy of the revised guidelines be distributed to each individual in your Office who has been designated a participant in the SEMP Program. Further, I ask that each Office Director be responsible for assuring that participants for which he has supervisory responsibility are afforded the opportunity to meet the requirements of the program.

4. (C) I believe the attached clarification of the SEMP Program's criteria and standards will provide maximum flexibility and opportunity for insuring the program's continued success.



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Michael J. Malanick

Attachment

SENIOR EXECUTIVE MANAGEMENT PROFICIENCY PROGRAM

Directorate of Administration

REFERENCE: DDA SEMP Booklet, dtd September 1976

In an age of managerial evolution it is essential that the Directorate's managers keep pace with new theories in governmental policy, the behavioral sciences, and the political, social and economic arenas which affect our organization. In September 1976, the Directorate of Administration initiated the Senior Executive Management Proficiency (SEMP) Program, a plan designed for enhancing senior executive management proficiency. This program is designed to satisfy the needs which occur as a result of the constant changes taking place in the management field.

With the benefit of a year's experience in assessing the administration and value of the program, it is clear that the theory of SEMP is sound and well-recognized throughout the Directorate of Administration. The point, however, has been raised that the program would be even more effective if we were to reduce in number those senior executive positions whose incumbents are identified for participation in SEMP. As a result, those positions whose incumbents are to be included in SEMP are as follows: the Deputy Director for Administration, the Associate Deputy Director for Administration, certain O/DDA Staff Officers, DDA Office Directors and Deputy Directors, and DDA Division Chiefs (or equivalent). Also, the fact was mentioned that the senior executives would participate more actively in the program if they were to be afforded the opportunity to interact with their peers in an environment unlike and away from the normal day-to-day work situation. In this regard, it is to be re-emphasized that SEMP encourages the senior executives to join with their peers in attendance at external programs as well as in participation in appropriate Office of Training courses.

Insofar as the criteria and standards for SEMP are concerned, the following will apply:

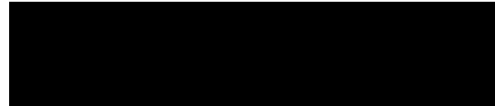
- a. Attendance will remain as previously stated, i.e., a minimum of one week's attendance during each fiscal year, at either an internal or

external course, seminar, symposium, professional conference, etc. Since the attached listing suggests courses of less than five days' duration, SEMP participants may find it desirable to take more than one course during a fiscal year. For example, take the Management for Equality of Opportunity and Career Counseling Course and/or one or two of the many three-day offerings of the Civil Service Commission to fulfill their SEMP requirement. It is suggested that those individuals who require periodic updating in their particular professional disciplines, i.e., medicine, automatic data processing, engineering, procurement, etc., consider enrollment in professional courses which fall within the purview of their respective disciplines. There is attached a listing, prepared by the Office of Training, to serve as a guide in identifying the type of course which may be considered part of SEMP. It is believed that this change in course offerings will be less restrictive and will provide an even greater opportunity for participation in the program.

b. As you know, there has been considerable review by both the Audit Staff and the House Appropriations Committee of the Office of Training's sponsorship for external programs. As a result, numerous questions have arisen concerning the funding of external courses and the limitations thereof. In an effort to clarify this particular point, the Office of Training was requested, and has established a focal point officer, [REDACTED] extension [REDACTED] to furnish guidance in respect to this matter.

c. The recent review of the program indicates that the requirement for an annual, fiscal-year report will provide adequate feedback for assessing the continued value and success of the program. These reports will be forwarded to the Office of the CMO/DDA by 31 October, annually.

d. The applications and other administrative actions for SEMP courses will continue to be handled under normal, existing procedures. Any questions may be referred to the CMO/DDA, who is the responsible officer for Directorate coordination of the Program.



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Michael J. Malanick

Attachment:
Course Listings

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I. Internal

A. CIA Senior Seminar - (Office of Training)

Offers general training for senior officers on intelligence and related subjects. The organization and content of the Seminar are on a level with the State Department's Executive Seminar in National and International Affairs, the senior military schools, and the Federal Executive Institute.

9 weeks - [REDACTED] (1 week); Chamber of Commerce Building, including a field trip of 3 days (7 - 1/2 weeks); [REDACTED] (1/2 week).

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GS-16 and above, and promising GS-15's.

B. [REDACTED] Leadership - (Office of Training)

The Seminar is devoted to the psychological aspects of organizational leadership and has two objectives: to teach executives the fundamental principles of human behavior and to give them practice in applying these principles to business realities.

5 days - [REDACTED] GS-16 and above.
(Quota course)

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C. Management for Equality of Opportunity - (Office of Training)

The 3-day course is designed to help managers and supervisors better understand their role in helping the

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Agency achieve equality of opportunity for all employees. It emphasizes the managerial aspects of equal employment opportunity, teaching that rules and regulations of EEO are simply the same guidelines all effective managers follow in personnel management. The course covers policies and requirements set forth by the EEO Program. Participants have an opportunity to examine their attitudes and become more aware of how these affect their managerial decisions.

3 days - Chamber of Commerce Building - no grade restriction.

D. Career Counseling Course - (Office of Training)

The objective of the course is to enhance the capability of those individuals who are responsible for providing career guidance to Agency employees.

4 days - [REDACTED] - no grade restriction.

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E. Performance Evaluation Workshop (Office of Training)

Each workshop is designed to meet the objectives of the requesting Agency organization. The workshop familiarizes students with the Agency's Personnel Evaluation Program with special emphasis placed on the writing of the Fitness Report and conducting Fitness Report

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interview. The workshop concentrates on the exchange of experience among participants and provides Agency guidance currently available on the performance evaluation process including the Letter of Instruction (LOI).

2 days - Chamber of Commerce Building, given on request, no grade restriction.

II. External

A. The Federal Executive Institute, an interagency training facility of the United States Civil Service Commission, located at Charlottesville, Virginia, serves the training and development requirements of high-level Federal executives, primarily at grade levels of GS-16 and above, or equivalent. In addition to the seven-week Senior Executive Education Program and the three-week Executive Leadership and Management Program, in which the Agency participates through the mechanism of the Training Selection Board under a quota system, there are several short programs conducted during each fiscal year. Announcements are distributed to component Training Officers.

B. The Civil Service Commission has expanded its Bureau of Training and established six types of programs: ADP Management, Communications, General Management, Labor Relations, Management Sciences, and

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Personnel Management. The biennial Interagency Training Catalog of Courses contains information on these courses. In addition, copies of course announcements and schedules are distributed by OTR to component Training Officers.

C. Brookings:

Conferences on Business in Contemporary Society*

The purpose of these conferences is to provide an educational experience which will sharpen the sensitivity of participants to the ways in which major corporations operate at the executive level, and the responsibilities and motivations of top managers. Also touched on are business-government relationships and the role of business in our national life.

5 days (each conference visits one or two major corporate headquarters cities.)

Cost: \$550 and travel and per diem - GS-16 and above.

* Nominees are chosen by the Agency Training Selection Board to assure effective selection for non-CIA training programs where representation of the Agency is deemed by the Board to be a significant criterion for selection.

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Conferences for Science Executives on Issues
in Science and Technology*

These conferences are conducted for senior officers with scientific training who are working as research scientists, administrators of scientific activities, or as engineers engaged in scientific programs.

5 days - Williamsburg, Virginia - Cost: \$600 and travel and per diem - GS-16 and above.

Conferences for Senior Executives on Public Policy
Issues*

These conferences are conducted for Federal management and program officers. The conferences will assist senior career executives to meet their leadership responsibilities by providing opportunities for stimulating study and discussion of major issues of public policy.

2 weeks - Williamsburg, Virginia - Cost: \$1,100 and travel and per diem - GS-16 and above.

D. The American Management Association, of which the Agency is a member, offers an extensive selection of management courses, workshop seminars, orientation seminars, and briefing sessions. Some of the subjects covered are:

* Nominees are chosen by the Agency Training Selection Board to assure effective selection for non-CIA training programs where representation of the Agency is deemed by the Board to be a significant criterion for selection.

Accounting, Affirmative Action, Auditing, Budgeting, Career Planning, Communication, Decision Making, Electronic Data Processing, Employee Benefits, Engineering, Financial Management, Human Resources Management, Leadership, Project Management, Records Management, Research and Development, Telecommunications, Time Management, Training, Wage and Salary Administration, Word Processing and Writing. Courses and seminars are held in New York, Atlanta, Chicago, and other major cities.

E. (International Business Machines Corporation)
Computer Courses for Executives

There are several IBM courses designed for policy and functional level executives who have a need to better understand computers and the related and relevant technological aspects of their organization's data processing resource.

5 days - Poughkeepsie, New York - By INVITATION
ONLY Cost: None, except travel and per diem.

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ROUTING AND RECORD SHEET

ODP # 3036-27

SUBJECT: (Optional)

Revised "Senior Executive Management Proficiency" Guidelines

FROM

Acting Career Mgmt. Officer, DDA

EXTENSION

NO.

DATE

20 October 1977

STATOTHR

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

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D/ODP

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EO

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Attached are copies of the revised guidelines for the Senior Executive Management Proficiency (SEMP) Program. Please insure that a copy of the guidelines is distributed to each senior executive in your Office who has been designated a participant in the Program.

Also attached is a sample format to be followed in submitting your fiscal-year reports. As noted, the report should include the following data: 1) list of positions, by title, identified as qualifying under new guidelines, names of incumbents occupying these positions, titles of courses taken during the fiscal year, and the dates of the courses. Additionally, where the standards are not met, a simple explanation should be included.

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SENIOR EXECUTIVE MANAGEMENT PROFICIENCY PROGRAM REPORT

Fiscal Year _____

POSITION TITLE	INCUMBENT	COMPLETED COURSE TITLE	DATES OF COURSE	REQUIREMENTS MET	
				<u>Yes</u>	<u>*No</u>

*Give simple explanati

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